

**Annual Report
1987 - 88**

**Civil Service
Commission**





His Honour
The Honourable George Johnson
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

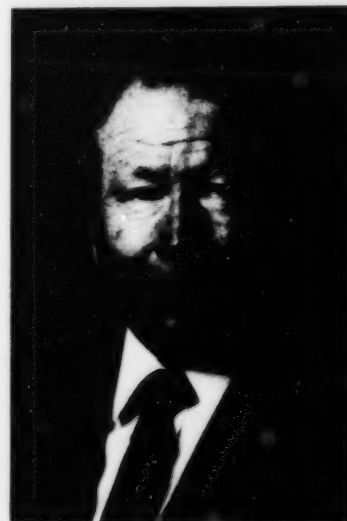
May It Please Your Honour:

I present herewith the 70th annual report of the Manitoba Civil Service Commission for the period March 28, 1987 to March 25, 1988.

Respectfully submitted

E Connery

Edward Connery
Minister Responsible for
The Civil Service Act





Civil Service Commission

935-155 Carlton Street
Winnipeg, Manitoba, CANADA
R3C 3H8

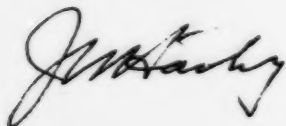
The Honourable Edward Connery
Minister Responsible for
The Civil Service Act
103 Legislative Building
Winnipeg, Manitoba
R3C 0V8

Sir:

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the minister responsible for administration of The Civil Service Act, the 70th Annual Report of the Manitoba Civil Service Commission.

This report covers the period March 28, 1987 to March 25, 1988 and includes a review of the Commission's activities for that period.

Respectfully submitted

A handwritten signature in dark ink, appearing to read 'J. Hartry'. The signature is written in a cursive, flowing style.

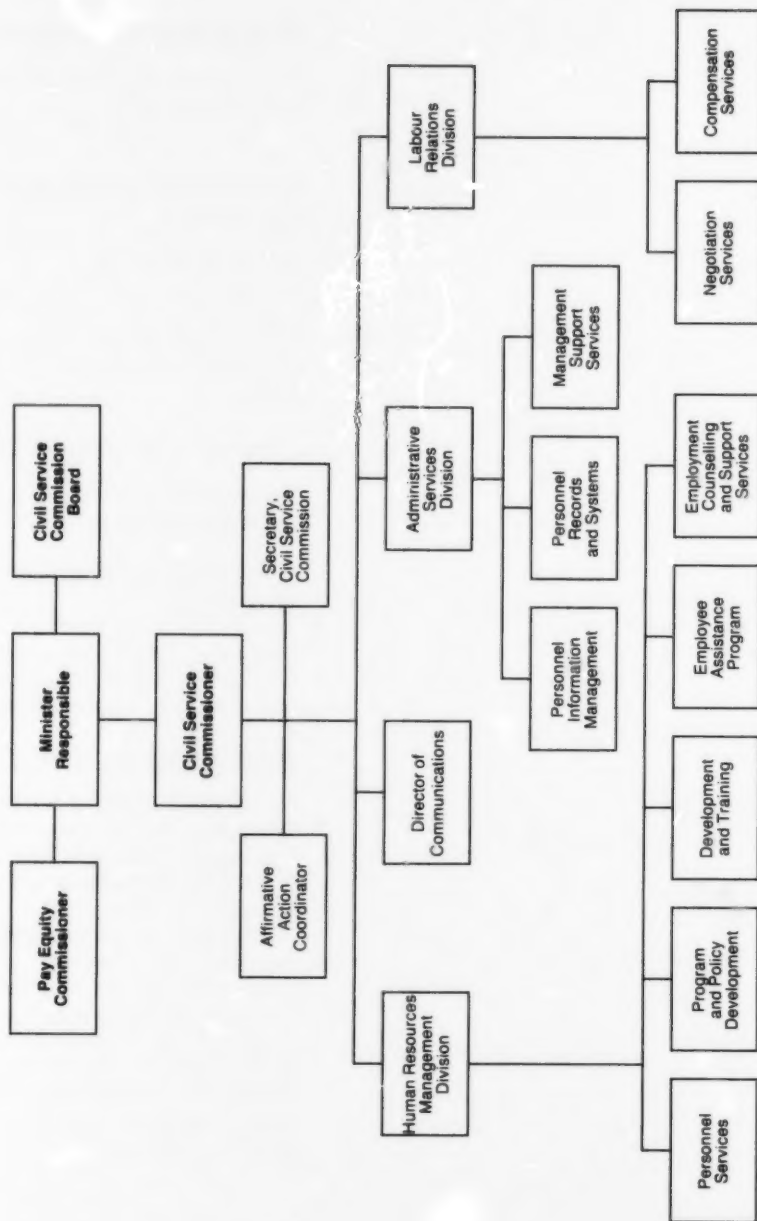
James W. Hartry
Chairperson (Acting)



Table of Contents

TITLE	PAGE
Functional Organization	9
Program Highlights	11
Civil Service Commission Board	13
Pay Equity Commissioner	14
Program Overviews	
Secretary — Civil Service Commission	15
Affirmative Action	16
Communications	16
Human Resources Management Division	17
Personnel Services	17
Program and Policy Development	18
Development and Training	18
Employee Assistance Program	20
Employment Counselling and Support Services	21
Labour Relations Division	22
Negotiation Services	22
Compensation Services	23
Administrative Services Division	24
Personnel Information Management	24
Personnel Records and Systems	25
Management Support Services	25
Appendices and Charts	26
Civil Service Commission Meetings	26
Delegation of Recruitment and Selection	27
Employee Assistance Program	28
Employment Counselling & Support Services	29
Expenditure Summary	30
Competitions by Department	31
Applicants by category	32
Comparative applicant totals	33
Average applications per competition	33
Total number of civil service employees	35
Comparative employment statistics	34
Comparative employment for all employees	36
Comparative employment	36
Monthly employment	37

Organization Chart — Civil Service Commission



Functional Organization

The Civil Service Act provides for the management, direction and administration of personnel matters within the government service through the combination of a Commission board of seven members, including both citizens and civil servants, and a departmental staff reporting through a deputy head to the Minister Responsible for the Civil Service Act. The programs and policies respecting human resource management for the civil service are developed under the provisions of the Civil Service Act and government policy direction and are implemented under the authority of the Civil Service Commission or the Lieutenant Governor-in-Council as provided under the Civil Service Act.

A full-time Commissioner, who is a civil servant, is deputy head of the department of the Civil Service Commission. A citizen member is designated as chairperson of the Civil Service Commission Board. The Commission Board applies and carries out those provisions of The Act for which it is responsible including delegating authority to staff of the Commission. Through the deputy head, the Board ensures that policies and programs for which it is responsible are administered in accordance with the provisions of the Act. One member of the Commission has been designated as Pay Equity Commissioner.

Civil Service Commission Board

Applies and carries out provisions of the Civil Service Act through staff of the Civil Service Commission, acts as an appeal body under the provisions of the Civil Service Act and Regulations, and reports to the legislature through the Minister responsible on the status of personnel management in government.

Executive Office

Provides policy direction, control and co-ordination of Civil Service Commission programs and advises the Commission Board and the Government on human resource management issues. Executive Office staff monitor implementation of the government's affirmative action program, direct the department's communication function and co-ordinate delivery of advisory and administrative services to the Commission Board.

Secretary, Civil Service Commission

Functions as corporate Secretary to the Civil Service Commission and provides functional guidance and staff support for all activities of the Civil Service Commission Board under the provisions of the Civil Serv-

ice Act. Provides consultation to the Commission and departmental executive on policy, procedural, legal, program and jurisdictional matters.

Director of Communications

Responsible for the development and implementation of a comprehensive communications strategy for the programs and issues managed by the Civil Service Commission.

Affirmative Action Co-ordinator

Co-ordinates the implementation of the government's affirmative action policy using the programs and support services of the Civil Service Commission.

Human Resources Management Division

Responsible for the development and delivery of comprehensive human resources management programs and services. Provides specialist consultative services to government departments and agencies through specialist branches and support services.

During the year, following an operational review, the existing Classification and Staffing Branch was divided into two functional areas, Personnel Services and Program and Policy Development. A central Administrative Services Division was also created, combining the existing Personnel Information Management and Finance Administration branches.

Personnel Services

Ensures the on-going development, application and maintenance of service-wide systems of job evaluation and classification; provides staffing services, policy interpretations, advisory/consulting services and other assistance to departments and trains managers and personnel practitioners in staffing and classification activities. By monitoring departmental activities, the branch provides information for decisions at both the department and corporate levels, collects information for service improvement, and ensures consistency with established policies and guidelines.

Program and Policy Development

Develops and communicates policies, programs and standards of practise to central agency staff and departmental management involved in administering personnel management programs. Staff of the branch carry out projects in the design of new program initiatives and develop revisions to the service-wide job classification system and specific cross-departmental series. They also develop and interpret policies, guidelines and standards.

Development and Training

Develops and delivers training policies and programs to meet identified development and training needs of civil service employees. Staff of this branch assume a leadership role in addressing service-wide needs for management development, occupations that apply across government, organizational development consulting and common skills training. Staff also provide support services to departmental personnel in meeting department specific training needs.

Employee Assistance Program

This program is a joint labour-management service to assist individual employees who are experiencing personal, emotional and/or health related problems.

Employment Counselling and Support Services

Provides a wide range of employment-related services to affirmative action target groups members, as well as to current and potential civil service employees. Staff also conduct outreach recruitment activities and make use of a centralized applicant inventory data system to register and refer applicants to entry level clerical, secretarial and a variety of temporary positions.

Labour Relations Division

Represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Negotiations Services

Provides a labour relations service to government departments, agencies and commissions. Acts as agent for the government in collective bargaining and grievance arbitration processes. Implements and administers collective agreements.

Compensation Services

Develops, recommends and interprets government compensation policies, provides compensation and benefits research, and liaises with other public and private sector organizations. This branch also serves as the government's consultative body on matters concerning pension plans, group insurance and employee benefits policies and programs.

Administrative Services Division

Provides information and operational support services to the government personnel community, employees and the general public and delivers administrative services to Commission staff.

Personnel Information Management

Plans, develops and supports human resource information systems for the government personnel function and provides information support services to the department.

Personnel Records and Systems

Develops and administers personnel records policies and systems and administers employee benefit and insurance programs for the Manitoba Civil Service. Provides operational support services for the department office automation program.

Management Support Services

Provides administrative and management services to Commission managers and their staff.

Program Highlights

This annual report covers the activities of the Civil Service Commission for the fiscal year 1987/88 and is submitted in accordance with sub-sections (1) and (2) of Section 60 of The Civil Service Act.

Detailed accounts of the functions and programs of each area of the Commission are provided in the body of this report. The following are brief summaries of some of the major program highlights during 1987/88.

Pay Equity successfully implemented

In accordance with the provisions of The Pay Equity Act, pay equity has been successfully negotiated into the Manitoba Civil Service.

On September 29, 1987, the Civil Service Commission and the Manitoba Government Employees' Association signed an agreement on wage adjustments for 4900 employees. Adjustments ranging from \$0.00 to \$3.27 hourly will be phased-in over a four year period.

Smoking policy introduced

On May 28, 1987 The Minister responsible for the Civil Service Act and the President of the Manitoba government Employees' Association announced a smoking policy for the civil service. The objective of the policy is to create a smoke-free work environment for provincial civil servants and those who use provincial government buildings. Except for designated smoking areas, all government locations became smoke-free as of September 1, 1987.

The policy came about as the result of work done by a joint union-management committee established in 1985 to address the issue of smoking in the workplace.

In addition to the actual policy, the committee developed guidelines, which included offering assistance in the form of smoking cessation programs to employees wishing to stop smoking.

Departments have been responsible for the overall coordination and implementation of the policy and its accompanying programs. Joint union-management workplace safety and health committees have shared responsibility for recommending designated smoking areas, educating employees on the policy guidelines and helping to resolve related problems.

To date, implementation of the smoking policy has gone exceedingly well. It is the intent of the M.G.E.A. and the government to continue to work together to ensure successful implementation of the policy and the realization of a smoke-free work environment in the civil service.

Negotiations concluded

On February 24, 1988 negotiations were concluded with the Manitoba Government Employees' Association regarding a three-year agreement concluding September 21, 1990.

This agreement provides for wage increases of 3% in each of the first two years. In the third year, a cost of living adjustment based on the increase in the Winnipeg Consumer Price Index will be applied in dollars and percent terms.

Benefit improvements included changes to meal rates, private vehicle charges, overtime, shift premium, weekend premium, long term disability plan and dental plan. The cost of all benefit improvements and adjustments is 0.1% in year one and 0.2% in years two and three.

Employment security was also provided for all regular employees on staff as of February 24, 1988 for the duration of the contract. While employees may not be laid-off, they are subject to relocation, transfer or demotion where necessary.

Affirmative action database established

Baseline data has been established for affirmative action target group employees. As the database develops it is expected to provide a means of charting program progress and identifying areas needing attention.

This database complements the role of the Commission and the Central Affirmative Action Committee in monitoring implementation of departmental affirmative action plans.

Executive development strategy outlined

During the year, Commission staff completed an executive development strategy which will provide senior departmental managers with a framework for identifying and developing executive talent and potential within the civil service.

Manitoba Employee Information System (M.E.I.S.) improved

Significant technical improvement and updates have been made to the government's central personnel system, M.E.I.S. These changes will improve the operational capabilities of both Commission staff and department personnel administrators and will enable authorized department staff to view their personnel records directly.

Employment figures show slight increase

Total employment in March 1988 stood at 18,400 compared to 17,808 in March 1987. This figure includes all categories of employment including casual, as if and when, term, contract, and civil service. In March 1988 total civil service and term employees was 15,392 compared to 14,977 in March 1987.

During 1987/88 there were 836 competitions which received 23,666 applications or an average of 28 applications per competition as compared to 1986/87 with 939 competitions receiving 25,296 applications for an average of 27 applications per competition.

During 1987/88, 2,092 or 8.8% of total job applicants voluntarily declared their membership in one of the affirmative action target groups. In 1986/87, this figure stood at 1,803 or 7% declared affirmative action membership.

Civil Service Commission Board

E. A. Poyser, Chairperson (retired)
Paul Hart, Civil Service Commissioner
Shirley Bradshaw, Member (resigned)
James W. Hartry, Citizen Member
Beverly Suek, Citizen Member
Michel Lagacé, Member (resigned)
Roberta Ellis-Grunfeld, Pay Equity Commissioner

During the 1987/88 the Chairperson retired and two members resigned from the Commission. Mr. E. A. (Ted) Poyser had served as member and chairperson since 1982. Ms. Shirley Bradshaw had served as a member since 1977, and Mr. Michel Lagace had served as a member since 1983. The Commission members expressed their appreciation to these members for their valued contribution to the activities of the Commission Board.

Administration of the Civil Service Act

The Civil Service Commission is responsible for applying and carrying out the provisions of The Civil Service Act and may investigate and report on any alleged violation of any provision of the Act. The Commission is also responsible for advising the minister responsible for The Civil Service Act on problems concerning personnel administration. The Commission carries out its function and responsibilities through the staff organization outlined in this report.

The Civil Service Commission Board consisting of citizen and government members, acts as an appeal body with respect to:

- all appealable matters emanating from employees not covered by the provisions of a collective agreement,
- all appeals with respect to position reclassification,

- selection appeals with respect to both bargaining unit and excluded positions,
- appeals under the Manitoba government conflict of interest guidelines, and
- appeals submitted to the Commission with agreement of the parties.

The Board, in addition, conducts classification review hearings of management originated classification requests and hearings regarding disputes concerning matters related to the administration of the classification plan. The Commission may also conduct an administrative review of any appointment under delegated recruitment and staffing authority.

During 1987/88 the board continued its efforts to improve appeal procedures in order to ensure that parties to an appeal understand the appeal process and procedures and have a full opportunity to demonstrate both the basis of an appeal and the response to an appeal through provision of appropriate information and argument to the appeal board. Discussions will be held during 1988/89 with government staff and employee representation to continue refinement of appeal procedures.

During 1987/88, the Board reviewed procedures and standards for delegation of recruitment and staffing authorities and activities of departments under established affirmative action plans as they related to delegated staffing activities.

The Commission member responsible for implementation of pay equity within the civil service reported on the successful implementation of pay equity evaluations and negotiated pay equity salary adjustments to be phased-in over a four year period commencing October 1, 1988. The Commission will continue to review pay equity adjustments and evaluation procedures to determine any impact on existing classification and compensation programs.

Pay Equity Commissioner

The Pay Equity Commissioner, initiates and oversees:

- (i) negotiations respecting the implementation of pay equity in the civil service
- (ii) requirements to implement pay equity in accordance with agreements reached with bargaining agents or orders made by an arbitration board;

The Pay Equity Act provides for two phases of implementation. The 1986-87 Annual Report of the Civil Service Commission reported the successful conclusion of the first stage of pay equity negotiations including the selection of a job evaluation system and determination of the classes to which the system would be applied.

The second stage of pay equity negotiations has proved equally successful. Under the leadership of the Pay Equity Commissioner, Civil Service Commission negotiators reached agreement with representatives of the Manitoba Government Employees' Association on wage adjustments prior to the deadline imposed by the legislation. This agreement was duly filed with the Pay Equity Bureau.

As a result of pay equity negotiations:

- 4,900 employees received wage adjustments,

- adjustments ranged from \$0.00 — \$3.27 per hour,
- the average adjustment was \$1.87 per hour,
- all adjustments are phased-in over a four-year period,
- approximately 10% of employees receiving wage adjustments are males working in predominantly female classes.

Prior to pay equity negotiations, women in the civil service earned approximately 81% of what men earn. On completion of the phasing-in of wage adjustments, it is estimated that this gap will have narrowed. Women in the civil service will earn 87% of men's average earnings.

The successful conclusion of pay equity negotiations is an historic event in Manitoba, and in Canada. The negotiations were concluded within legislated timeframes and costs. Under the Pay Equity Act, no employer is obliged to allocate more than 1% of payroll for four years to pay equity wage adjustments. Costs in the Manitoba Civil Service were finalized at 3.3% of total payroll. These results represent the first negotiated initiative under a pro-active legislative model in the province and in the country.

Secretary — Civil Service Commission

The Secretary functions as corporate Secretary to the Civil Service Commission and provides functional guidance and staff support for all activities of the Civil Service Commission Board under the provisions of The Civil Service Act.

The Secretary, as a member of the Commission's executive committee, provides consultation to the Commission and departmental executive on policy, procedural, legal, program and jurisdictional matters, and supports the prioritization, development, and monitoring of policy development under the provisions of The Civil Service Act.

The Secretary acts in a co-ordinating and consultative capacity to Commission staff and the Civil Service Commission Board in the following areas:

- Management and administration of all activities of the Civil Service Commission Board including policy and administrative submissions, policy approvals and delegation of authority under the Civil Service Act.
- Management of the quasi-judicial appeal function of the Commission including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.
- Provision of policy, jurisdictional, and legal advice to the Commission's executive committee and management and co-ordination of the prioritization, authorization and monitoring of policy requirements under the provisions of the Civil Service Act.

- Maintenance of corporate Commission records including comprehensive regulations under the Civil Service Act

During 1987/88 a review of matters submitted to the Commission Board as administrative or policy recommendations was initiated to determine which matters could be delegated to Commission staff or administered by the Commission's executive committee. This review will be continued during 1988/89 as revisions to the Commission organizational structure are implemented.

During 1987/88 the development of personnel management policies by Commission staff continued with policy and guidelines being approved by the Commission, the departmental executive committee, and Treasury Board or Cabinet as required.

Activities to ensure the Commission records are defined and procedures are in place to respond to Freedom of Information legislation were continued during 1987/88 with the major records being scheduled and defined for purposes of access under FOI legislation.

The activities of the Commission board and statistics related to the activities of the Commission board are outlined in the appropriate sections of this report.

Affirmative Action

In 1987 responsibility for affirmative action was placed with the Civil Service Commission.

Information systems have been implemented so that regular reports are now being developed on the hiring and participation rates of the designated groups (women, Native people, people with disabilities, and visible minorities) in provincial government departments.

During the year, the minister responsible for the Civil Service Act established a community-based affirmative action advisory committee which meets regularly and advises the minister on affirmative action implementation.

The central affirmative action committee, made up of M.G.E.A. and management representatives, met on a regular basis to discuss and resolve issues arising from implementation of the affirmative action policy.

Communications

During 1987/88, attention was focused on implementing the communications strategy developed in the previous year. Activities included the preparation of news releases, information materials and program announcements as well as the arranging of news conferences. Specifically, efforts were directed at communication support for pay equity, affirmative action, the smoking policy and the newly established Employment Counselling & Support Services Branch.

During the year, the employee newspaper "Inside/Outlook" was reviewed and redesigned. Five issues were published and included information on programs, services, policies as well as employee activities. Other communication activities included an audit of communications internal to the Commission. The objective of the audit is to measure the effectiveness of current communications and make recommendations for improvement.

Human Resources Management Division

This division is responsible for the development and delivery of human resources management programs and services to government departments through specialist branches. Resources and programs in support of the affirmative action policy of government are also provided and are outlined in individual branch reports.

Personnel Services Branch

This branch is responsible for ensuring system-wide consistency in the application of policies, procedures and standards in the areas of staffing, job evaluation, and pay administration. Services provided include organizational and staff complement analysis, the allocation and utilization of human resources, and policy interpretation advice. The branch focuses on the delivery of consultative, supportive and service-oriented programs while recognizing the need to ensure adherence to government policies. Specific emphasis is placed on the provision of programs and services to managers to enable them to carry out their personnel management responsibilities.

Staffing

Throughout the civil service a total of 836 competitions were held in 1987/88 which attracted 23,666 applications, for an average of 28 applicants per competition. During 1987/88 competition data continued to be compiled on voluntary declarations of affirmative action target group membership submitted by candidates. Analysis of this data became more extensive and frequent and results of these analyses added a significantly expanded emphasis on affirmative action in the staffing audit program.

The practice of authorizing departments to exercise recruitment and selection authority continued under the staffing delegation program. A total of five departments, whose agreements were due to expire during the year, received renewal for a further two year period; one agreement was renewed for a one year period; one agreement was extended for a one year period; two agreements lapsed or were temporarily withdrawn; and one department received an initial work-share agreement. Consistency in the application of staffing policies and procedures was ensured through the staffing audit program which also afforded the opportunity for consultation with departments, and the evaluation of the audit program and staffing practices generally.

During 1987/88 the branch continued to monitor and evaluate departments whose delegated staffing authority has been extended to include additional designated personnel administrators. Similar reviews

were carried out on departments where some activities in selection have been delegated to designated departmental managers. One additional department incorporated this latter approach into its selection of "departmental" employees last year and the results will be monitored by the branch in the year ahead.

Selection appeals

The statistics provided in this report continue to reflect an increase in the number of selection appeals being registered with the Commission Board. However, appeals proceeding to a full hearing have been few. Generally, the filing of an appeal reflected the appellant's desire for information and an understanding of the reasons for non-selection. Guidelines, previously established by the Commission, are being used by departments to respond to candidates and are proving effective.

The branch also conducted its own audit of all selection decisions for which an appeal was registered. The objective was to review the competition process and appointments made under delegated staffing authority to ensure the appropriateness of the appointment and application of the merit principle. Administrative review recommendations may be made to the Commission Board as a result of the audit. During 1987/88, these audits did not result in any administrative review recommendations.

In addition to investigations arising from appeals, the branch dealt with numerous staffing inquiries from the public, employees or employee groups, and referrals from the government's Affirmative Action Coordinator.

Of prime concern were issues related to the merit principle in selection; affirmative action, and equity of treatment.

Classification

The branch continued to administer the classification system and to evaluate and classify positions in the civil service. For the fiscal year, a total of 1,237 positions were submitted for review and were processed accordingly. In addition, as a contributor to the development of the classification system, and often at the request of departmental management, the branch conducted assessments to determine whether department-specific classification series required review and/or amendment and, if so, carried out those reviews.

Branch staff provided input to the Program and Policy Development Branch in the continuing process of identifying and eliminating systemic barriers from classification series.

Training programs

The branch, in support of its commitment to the development and maintenance of staffing and classification programs, offered training and/or workshops to both departmental managers and members of the personnel community.

In 1987/88 the branch continued, in cooperation with departmental personnel branches, to offer recruitment and selection workshops for line managers to better equip them to participate in the staffing process. The workshops serve as a forum to update managers on current issues which impact on staffing. During 1988, they emphasized the role of affirmative action in selection and offered strategies for incorporating affirmative action into each phase of the selection process.

The branch continued to provide service to departments in job evaluation, classification, organizational reviews and job design. In the coming year, a workshop on job description writing will also be offered. Departmental personnel practitioners received advanced training in job evaluation and classification through temporary developmental assignments in the branch.

During the 1987/88 year requests for this type of training extended beyond government departments to crown corporations and social service agencies.

Career Development Program

During 1987/88 the branch participated in the recruitment of a new group of management trainees for the career development program. The program provides affirmative action target group members with on-the-job training and experience and an opportunity to develop skills that will allow them to compete for professional and management positions with the civil service. Funding for this offering of the program was provided from the MGEA's allocation of Manitoba Jobs Fund monies.

In accordance with a specific plan established for their development, each of the six management trainees will complete on a rotational basis two years' of work experience in central agencies and departments. Part of this work experience will include a four month assignment in the Personnel Services branch. Specific activities are designed to provide maximum exposure to all programs and to provide the trainees with experience in handling typical human resource management issues.

During 1988, co-administration of the program was undertaken by the branch including participating in assessment of development needs, determining work experience assignments and strategizing the job placement of the trainees upon completion of the program.

Program and Policy Development Branch

This branch was created in November 1987 to integrate and co-ordinate existing Civil Service Commission resources dedicated to the development of human resource management policies and programs.

The branch will accomplish its objectives by assuming a leadership role in the development of new program initiatives, review and revision of program standards, and the development and communication of human resource policies and guidelines consistent with the Civil Service Act, sound management principles and government direction.

Since inception, the branch has designed the program strategy and operational plan to support and help implement the government's workforce adjustment objectives, including the organization of services to managers and employees and clarification of policies. A review of the framework and system for policy development and co-ordination has been undertaken with the view to clarifying and communicating a system that is responsive to needs and priorities and incorporates a consultative model in the development and administration phases.

Improvements to the job classification plan and related policies and procedures have been undertaken with the objective of refining and identifying strategies more responsive to needs. Individual development projects in these areas will be undertaken consistent with the standards and priorities established.

The development of new or revised job classification standards for major cross-department series is included in the branch mandate. Two major occupational groups — engineers and financial officers — were examined and a new classification evaluation system applied to positions in these groups. In the case of financial officers, several series were amalgamated into one group. Implementation of these new series will follow negotiations with the applicable union representatives on pay rates.

Development and Training Branch

The purpose of the development and training branch is to increase individual and organizational effectiveness through the provisions of policies, programs, and services required to meet identified development needs within the civil service and to enhance the understanding, acceptance and application of government policy.

The branch accomplishes its mission by assuming a leadership role in addressing service-wide development and training needs and a support role to those providing for similar needs specific to a department.

The branch assists departments to improve work performance, efficiency, overall effectiveness and job satisfaction. Opportunities are made available to individual employees, work teams, and organizations to improve their knowledge, skills and behavioral patterns.

During 1987/88 the branch focused on programs and services in support of affirmative action, general performance management and management development. Approximately 244 courses were delivered covering 55 course subject areas. Approximately 40% of courses offered were in response to department-specific requests for training. The remaining courses were attended by employees representing departments at all levels. The following describes the specific outcomes of the development and training branch programs and services.

Consulting services

The demand for branch consulting services continued to increase in 1987/88. The nature of the consulting varied and included team building for departmental units, role clarification, developing performance management systems, training for departmental trainers, employee development needs assessments and productivity improvement plans.

New programs

Windmills — Changing attitudes about disabilities

The Windmills Training Program was introduced as an affirmative action initiative to help managers assess their attitudes toward people with disabilities, overcome barriers in employment and enhance delivery of services to members of this group.

Intercultural training

The development and training branch has arranged to sponsor a special event on Managing in an Intercultural Environment in the coming year. The program was designed for government policy and decision makers at the most senior levels with separate sessions for departmental directors. The focus of the half day sessions will be on the leadership role of managing in an intercultural environment.

Affirmative action information sessions

The branch continued to provide affirmative action information sessions for departments with 28 sessions being run provincially. The sessions are directed towards the needs of departmental managers and employees to ensure understanding of the government policy in this area.

Career management

This program continued to be a major focus of the branch. It takes a systematic approach which helps employees plan their careers and receive support of the organization.

Career Development Program

The career development program was introduced in January 1986 as an initiative to increase the representation of affirmative action target group members in more senior public service positions. The first five graduates have completed their two year development program and have been successful in gaining responsible professional or administrative positions.

A second career development program commenced in May, 1987. This program is a co-operative effort with the Manitoba Government Employees' Association. Six new trainees were selected from classifications within the clerical component.

Regional training needs analysis

A training and development needs analysis was completed by the branch to identify priority training needs of employees in Dauphin, Thompson, The Pas, Portage la Prairie, Brandon and surrounding communities. As a result, increased training opportunities will be available in 1988/89. Courses being offered for the five regions vary, reflecting the expressed needs of each location as identified regional professional development committees. These committees consist of departmental managers and employee representatives.

Educational Leave and Assistance

An extensive review of the educational leave and assistance policy and the related practices continued in 1987/88. The review included a national policy compar-

ison, an assessment of users' needs and departmental practices, and an affirmative action systemic audit of the guidelines. The review will form the basis for recommendations for policy revisions.

Executive development

The branch continued, in its leadership role, to coordinate the design of an integrated and comprehensive executive development strategy. The purpose of this strategy is to provide senior departmental managers with ways and means of identifying and developing the executive talent and potential within the Manitoba civil service. Working committees of executives, with the branch's assistance, researched and reported on programs and services which could form part of the strategy. Their recommendations were reviewed and prioritized by a steering committee of deputy ministers. Executive task forces were organized to refine the five prioritized recommendations and detailed proposals and implementation plans were prepared. In the next fiscal year, those implementation plans will be made operative and the foundation for integrated executive development will be in place.

Management Development — New Course Designs

The branch designed and introduced four new management development programs;

Motivation In The Workplace
Conflict Management for Managers
Team Building, and
Essentials of Supervision.

Secondment Program for Course Leaders

The secondment program continued to be a essential part of the development and training branch. In 1987/88 approximately 30% of courses were delivered by seconded trainers.

In support of employees who participate in the secondment program, a comprehensive development process has been designed to meet the development needs of trainers. The first level provides orientation to the program, while the second level is a three-day residential train-the-trainer program which covers the key responsibilities and techniques of training. The third level is an advanced program designed for experienced trainers.

Performance Management

The branch continued to provide training and development in support of the government policy on performance management. Thirty-one sessions of Effective Performance Management were offered throughout government. It is anticipated that the demand for this program will continue in the next year.

Employee Assistance Program

The purpose of the joint union-management employee assistance program is to provide assistance to Government of Manitoba employees and their family members by ensuring people seeking help have access to the resources they need. Employees typically contact the program for assistance concerning a number of issues including job related stress, financial or health difficulties, as well as individual, marital or family problems.

In previous years, the program focused primarily on assessing the nature of the difficulty being experienced and referring employees to appropriate community resources. During 1987/88 a greater counselling component was added to the program. Additional experienced staff, an increase in the demand for specific counselling services, and lengthy waiting periods for counselling from traditional sources have all been influential factors in this shift in emphasis.

The employee assistance program is based on the philosophy that it is not possible to separate entirely one's personal life from employment performance. There is evidence to support the notion that early and accessible intervention through the workplace can have an important preventive value to employees in the long run. Growing utilization statistics both from this program and from employee assistance programs in North America generally, reflect the positive value of these services.

In the past fiscal year, over three quarters of the employees accessing the program referred themselves. Other users accessed the program as a result of encouragement by co-workers or family members.

The past year also saw a 38 per cent increase in referrals, reflecting a total of 345 cases. The ongoing availability of information sessions conducted by employee assistance staff regarding the program's services are partially responsible for this increase.

The program is currently in the process of finalizing plans to fulfil a commitment to make services more accessible to employees outside of Winnipeg. Staff will be travelling to all regions of the province to ensure the service is truly a provincial one.

Employment Counselling and Support Services

This branch was established by the Civil Service Commission in support of the Province's commitment to affirmative action and began serving the public in May 1987. The branch provides a wide range of services to assist affirmative action target group members (women, Native people, persons with physical disabilities, and visible minorities), as well as current and potential civil service employees.

During the year, the branch provided information and assistance to clients in developing employment strategies, writing resumes, developing and refining interview skills and in understanding the recruitment and selection process of the Manitoba Government.

Individual counselling, as well as group workshops and sessions, are utilized to address the various needs of the clientele served. Four hundred persons have attended group workshops and over nine hundred received individual counselling.

Staff contacted 23 agencies and met with each of the government departments to conduct presentations and foster an awareness of the services provided. The branch also participated in two career symposiums and had informational displays at several conferences and events.

Through the use of the centralized applicant inventory data system, employment counselling and support services assisted departments by referring applicants to 434 positions at a variety of classifications throughout the government.

Labour Relations Division

Negotiation Services Branch

The negotiation services branch represents the government in all labour relations activities with its employees. These activities include the negotiation, implementation, administration and interpretation of collective agreements between the government and its various bargaining units. The branch also provides, on request, consultative labour relations services to a number of crown corporations, boards and agencies

Civil service negotiations

During 1987-88 the branch finalized negotiations with respect to the implementation of pay equity within the civil service. An agreement was concluded on September 29, 1987 in accordance with the Pay Equity Act. This represented the first time pay equity had been implemented through collective bargaining in Canada. This agreement is described in more detail in the report of the Pay Equity Commissioner.

The Government Employees' Master Agreement (GEMA) and its nine component sub agreements (Administration, Clerical, Corrections, Education, Health, Legal, Physical Sciences, Social Sciences and Trades) expired on September 25, 1987. An agreement was reached on a revised collective agreement on February 24, 1988. The new agreement is for three years and expires September 21, 1990. It provides for a wage adjustment of 3% in each of the first two years and in the third year a cost of living adjustment based on the increase in the Consumer Price Index in Winnipeg.

The agreement provides for the introduction of an Ambulance and Hospital Semi-Private Plan effective January 1, 1989. The premiums for this plan will be paid by the government.

Other benefit improvements include increases in meal allowances and mileage rates and expanded coverage under the dental and long term disability plans.

Within the component sub-agreements, improvements included the payment of overtime on a first day of rest and increases in the rates for shift premiums, weekend premiums and stand-by pay.

Employment security was also provided for regular employees who are on staff as of the date of signing. Where the jobs of these employees become redundant, the employees will be offered alternative employment.

Professional agreements

An agreement was reached with The Public Institute of Public Service Employees (PIPS) representing employees in the Organization of Professional Engineers, employed by the Government of Manitoba.

This agreement is for three years to September 21, 1990 and provides for wage increases and benefit improvements similar to those provided for in the agreement reached with the MGEA.

An agreement was concluded with the Manitoba Medical Association (MMA) representing government employed physicians. The agreement under a wage re-opener provision, was for a cost of living adjustment of approximately 3.1% for 1986-87.

The collective agreement with the Manitoba Association of Crown Attorneys (MACA) was referred to interest arbitration by the Association. The arbitration award provided for an average increase in pay of 4.2% in 1986-87.

At the end of 1987-88, negotiations continued with the Manitoba Medical Association, the Manitoba Association of Crown Attorneys and the Legal Aid Lawyers Association respecting an agreement for 1987-90.

Crown Corporations, Boards, Agencies, and Commissions

The branch successfully negotiated the first stage of implementation of The Pay Equity Act at five crown corporations (Manitoba Crop Insurance Corporation, Agricultural Credit Corporation, Venture Tours Manitoba Limited, Alcoholism Foundation of Manitoba, and the Centennial Concert Hall). Negotiations respecting the second stage were continuing at the end of 1987-88.

During 1987-88 the branch concluded a collective agreement with the MGEA representing Home Care Attendants employed by the Department of Health. Agreements were also reached on behalf of ARM Industries and The Committee on Wife Abuse with MGEA and the Canadian Union of Public Employees (CUPE).

At the end of 1987-88 bargaining was continuing with regard to nine collective agreements involving Regional Housing Authorities (Winnipeg Regional, City of Winnipeg, The Pas, Brandon, Selkirk, Leaf Rapids, Churchill and Dauphin) and four different unions (MGEA, CUPE, International Union of Operating Engineers — IUOE, and the United Steel Workers — USW)).

Bargaining was also continuing with regard to five Child and Family Service Agencies (South, Northwest, Northeast, Central and West) with two different unions (MGEA and CUPE).

Other negotiations underway included Pathways Group Home, Neechewam Group Home, The Museum of Man and Nature, Human Resource Opportunity Centres, and the Alcoholism Foundation of Manitoba.

Contract administration

The branch continued its function of administration of the collective agreements which it negotiates. This involves implementing the agreements and providing contract interpretations and administrative directives to departments and crown corporations, boards and agencies. The branch also provides consultative services to management regarding proposed management actions which impact individual employees of the bargaining unit and recommends the most effective manner in which such action should proceed.

The branch conducts a variety of educational programs for management. The objective of the programs is to familiarize managers with their rights and obligations under the collective agreement and enable them to deliver government programs in the most efficient and effective manner.

In addition, the branch maintained its responsibilities for the administration of the grievance-arbitration process. This involves determining the final disposition of each grievance not resolved during the grievance procedure and representing the government on any grievance adjudicated by an arbitration board.

The branch provided support services on public sector compensation issues to the Compensation Subcommittee.

The branch also participated in a wide variety of labour-management consultative processes with various bargaining units. This included working with labour-management committees on issues such as health and safety, smoking in the workplace, impaired driving, and redeployment.

Compensation Services Branch

Compensation services branch co-ordinates benefit policy development and implementation for the civil service in addition to providing research and analytical support for the collective bargaining process. The branch represents the interests of the government, as an employer, on matters relating to pensions and group insurance for 25,000 members of the Civil Service Superannuation Fund. In addition, it represents the government and the Department of Education on matters concerning pensions for 12,000 teachers.

Pay equity

Staff of the branch were significantly involved in the implementation of pay equity in the civil service. Using the results of the job evaluation exercise which was completed in the previous fiscal year, staff met with representatives of the Manitoba Government Employees' Association to negotiate pay equity adjustments. Discussions culminated in a collective agreement signed on September 29, 1987.

Compensation support

Staff of the branch carry out support services for pay equity implementation, collective bargaining and benefits information. Information is exchanged with a number of local employers and employer organizations as well as with employer representatives from the federal and provincial governments.

Administrative Services Division

This division is responsible for the provision of information and operational support services to the government personnel community, employees and the general public. Central information policies and systems are developed and administered to allow government departments and agencies to assume more direct responsibility for personnel management and to enable the Commission to monitor personnel management practice on behalf of Government. In addition to this external mandate, the division provides central administrative and management services to Commission managers and their staff.

Personnel Information Management Branch

This branch is responsible for planning, developing and supporting human resource information systems for the government personnel function and for providing information support services to the department. In carrying out its responsibilities, emphasis is placed upon providing a service to fulfil the information processing needs of departmental management, Civil Service Commission programs and the government as represented by the Treasury Board Secretariat. While service delivery is stressed the branch ensures the continued ability of the Commission to monitor and report on personnel management practice in government.

System development and maintenance

In addition to regular personnel systems maintenance and policy change implementation, branch staff have developed processing programs for the new pay equity salary adjustments, the general pay increase effective September 1987 and the fiscal year end reporting and budget allocation exercise. These programs and procedures enable effective implementation of government policy decisions and ensure efficiency and consistency of action among government departments.

Development staff have completed revisions to the data bases of the government's main personnel system which will significantly improve system functioning. These revisions upgrade existing employee information by adding data on declared affirmative action membership and enhanced information for benefits administration, re-organize personnel information data bases to increase operational efficiency, enhance the data update and error correction processes, and pro-

vide a solid foundation for future system enhancements. In conjunction with these changes an automated reporting mechanism for the affirmative action program was developed and implemented. During 1988/89 emphasis will be placed upon providing direct information access to government departments and further improving affirmative action reporting programs.

Improvements have been made to the central systems for benefits administration. Pensionable service reporting procedures were reviewed and enhanced within the constraints of the personnel information system. Now that system revisions have been completed, further improvements can be made for the 1988 reporting year. In addition, a review of the dental plan system was conducted to determine the requirements for an automated audit facility. Development of the audit enhancements indicated will proceed as systems priorities dictate.

A new automated records system was developed for the negotiation services branch to assist in the tracking, reporting and research of grievance/arbitration cases. In addition, substantial enhancements were implemented to the coding structure and registration procedures for the applicant inventory system in use by the employment counselling and support services branch.

Office automation

The office automation program established in 1985 has continued to be effective in increasing the productivity and administrative effectiveness of Commission staff. Automated tools have been implemented to assist records management, decision support and word processing activities. In the past year new software programs for management support and enhanced graphics capabilities were implemented and a connection between the office automation network and the Manitoba Data Services mainframe computer was established.

Functional growth and success has been matched with continued growth in the number of workstations, now 38. There has also been an increased demand for support services including hardware and software acquisition, orientation and training programs, application consulting and trouble shooting. In addition, department staff have provided information, advice and demonstrations to other government departments considering similar programs.

Personnel Records and Systems Branch

This branch is responsible for the development and administration of policies and programs to manage personnel records within the Manitoba civil service. To carry out this responsibility, branch staff develop personnel records policies and procedures, administer the operations of the government's personnel system, and manage central employee and competition records. Operational support services are provided to department staff to enhance the effectiveness of the office automation program.

In addition to these responsibilities this branch administers central employee benefit and insurance programs in accordance with the various collective agreements and personnel policies. Programs include the dental plan, long term disability insurance plan, workers' compensation, superannuation records administration, seniority service and service recognition.

Personnel records management

During 1987/88 new procedures were developed for reporting departmental progress on affirmative action plans to the Commission. Staff have provided a lead role in records scheduling and the development of administrative procedures in preparation for the proclamation of the Freedom of Information Act. In addition, the program for the administration of the Student Temporary Employment Program was redesigned in cooperation with staff of the department of Employment Services and Economic Security.

Operational staff focused on the implementation of new or revised programs for the pay equity salary adjustment, the general pay increase and agreement implementation and the upgrade of the Manitoba Employee Information System. System upgrades included the initial collection and update of affirmative action information.

Office automation support

Program expansion in this area has led to increased demands for operational support services. These services include user orientation and training, security administration, information storage and retrieval, system operation, problem resolution and user communications.

During this year an information services manual was established to effectively communicate operating policies and procedures and facilitate operations. In addition, increased emphasis has been placed on training and orientation sessions for individual branches.

Benefits administration

Reviews and improvements are being undertaken in a number of benefit areas:

- responsibility for workers' compensation is being delegated to government departments with full financial accountability scheduled for 1988/89;
- a review of the administration of the long term disability (L.T.D.) insurance plan is being done following transfer of this program from the former finance and administration branch;
- policies and procedures for service recognition were developed in conjunction with the Executive Council.

Plans for 1988/89 include significant enhancements to the pensionable service reporting program as well as ongoing improvements to the L.T.D. plan.

Management Support Services Branch

This branch is responsible for providing a comprehensive and professional level of internal support services (including financial, personnel management, management practices and general administration) common to and required by all branches of the Civil Service Commission. The branch director participates as a member of the Civil Service Commission's executive committee.

In the fall of 1987 administration of the employee long term disability plan was transferred from this branch to the newly established personnel records and systems branch. Responsibility for the mandatory medical referral program remained with this branch.

The financial, personnel and administrative and management services functions provide support services to Civil Service Commission management in the area of the estimates processes, expenditure control, financial reporting systems, personnel administration and other administrative support services. Support and advice is provided to the executive committee as well as co-ordination and consultative services to Civil Service Commission management and staff. Consultative services on a special project basis, both internally and externally, are also carried out.

During 1987/88 the second phase of a charge-back system to departments for workers' compensation costs was completed. Plans for 1988/89 include implementation of a direct billing system to departments by the Workers' Compensation Board for workers' compensation costs and resolution of the issue of employee benefit costs associated with Crown agencies.

Appendices and Charts

Civil Service Commission

1987/88

Civil Service Commission Meetings	28
Appeals Received	44
Appeals Pending from 1986/87	16
Appeals Not Accepted	—
Appeals Withdrawn	25
Appeals Heard	18
Appeals Granted	—
Appeals Granted Other than Requested	1
Appeals Denied	17
Appeals Pending to 1988/89	17

Types of Appeals

	Initiated	Pending from 1986/87	Not Accepted	Withdrawn	Granted	Granted Other	Denied	Pending to 1987/88
Classification	8	6		3			3	8
Selection	32	8		22			11	7
Classification Dispute	—	—						
Conflict of Interest	1							1
Benefits Administration	—	—						
Dismissal	—	—						
Other	3	2				1	3	1
Total	44	16		25		1	17	17

Review Hearings

Classification Reviews	2
------------------------	---

Personnel Policy Administration

Educational Leave	5
Special Merit Increment	4
Additional Remuneration	13
Indefinite Suspension	—
Extension of Sick Leave	2
Compulsory Medical Retirement	—
Salary Adjustment	—
Over Range Pay Determination	17
Establishment of Probationary Period	—
Leave of Absence	1

Personnel Policy and Program Reviews

Review of Appeal Procedures
Affirmative Action Statistics
Access to closed competitions

Reviews Directed

Community College Instructor Series — Equivalency standards

Delegation of Recruitment and Selection to Departments

Department	Initial Delegation	Amendment to Delegation	Extension of Delegation
Labour	April 1/80		to Sept. 1/89
Municipal Affairs	March 1/80		to March 1/89
Agriculture	March 1/80		to March 1/90
Community Services	April 1/80		to Sept. 1/89
Northern Affairs	April 1/80		to Nov. 30/88
Education	May 1/80		to April 1/88
Health	May 1/80		to May 1/89
M.H.S.C.	July 1/80		to June 30/88
Government Services	Oct 1/81		to Feb. 1/89
Finance	Nov 1/82		to Nov. 1/89
Attorney-General	May 1/83		to April 30/88
Energy and Mines	May 1/83	Temporary withdrawal	Nov. 3/86
Employment Services and Economic Security	Sept. 1/84		to April 1/88
Crown Investments	July 1/84	Lapsed March 26/88 Departmental employees added Oct. 15/87	
Highways	Jan. 1/85		to Jan. 1/89
Consumer and Corporate Affairs	April 1/86		to April 1/89
Natural Resources	April 1/86		to April 1/89
Housing	April 1/86		to April 1/89
Environment, Workplace Safety & Health	Jan. 1/87		to Jan. 1/90

Workshare Agreements

Culture, Heritage and Recreation	Aug. 1/87
Manitoba Lotteries Foundation	Oct. 15/87

Employee Assistance Program Annual Statistics

A. Total Number of New Cases:	345
Gender Breakdown (Males)	137
(Females)	208
B. Problem Categories:	
i) Job Stress	92
ii) Marital Problems	69
iii) Family Discord	29
INDIVIDUAL (SUBCATEGORIES)	
Depression	25
Anxiety	32
Other Psychological	19
Medical/Physical	18
Legal	3
Financial	17
ADDICTION: Drug & Alcohol	28
Affected family members	13
TOTAL	345
NOTE: • Average number of referrals made to community resources per case	= 2
Approximate total	= 690
• Average number of consultations per case	= 2
Approximate total	= 690
Information Sessions held	= 25

Employee Counselling and Support Service Branch Statistics —

Presentations:

Outreach Agencies:	23
Government Departments:	53
TOTAL	76

Workshops:

	Sessions	Participants
Resume Writing:	12	119
Interviewing Techniques:	10	108
Entry Level Information Sessions:	48	332
TOTAL		559

Employment Counselling/Interviews

	Target Group Members	Other	Sub Total
Civil Servants:	70	94	164
General Public:	494	491	985
TOTAL	564	585	1,149

Number of Entry Level Vacancies (Requests for Referrals)

Casual:	145
Term:	254
Regular:	35
TOTAL	434

Number of Vacancies Other Than Entry Level (Request for Referrals)

30

Applicant Inventory Profile

Total number of applicants registered	3447
Total number of women	2197
Total number of men	888
Total number of non-declared applicants	362
* Total number of disabled	123
* Total number of visible minorities	325
* Total number of natives	144

* Includes only those persons who have self-declared.

Civil Service Commission**Expenditure Summary By Appropriation**

Year Ended March 25, 1988

Appropriation No.	Service	Actual (\$)	Estimate (\$)	(1987 — 1988) Variance (\$)
17-1	Civil Service Commission	4,838.0	4,451.7	386.3
17-2	Civil Service Benefit Plans	43,753.4	46,108.7	(2,355.3)
17-3	Levy — Health and Post-Secondary	12,439.3	12,507.8	(68.5)
Total Expenditure		61,030.7	63,068.2	(2,037.5)

Note: Figures expressed in thousands.

1. Surplus in 17-2, Civil Service Benefit Plans, occurred from:

An amendment to the Civil Service Superannuation Act reducing the employer's share by \$47,000 monthly for a three year period commencing September, 1986; Actual costs for workers' compensation were higher than anticipated; Actuarial projections for long-term disability exceeds actual experience.

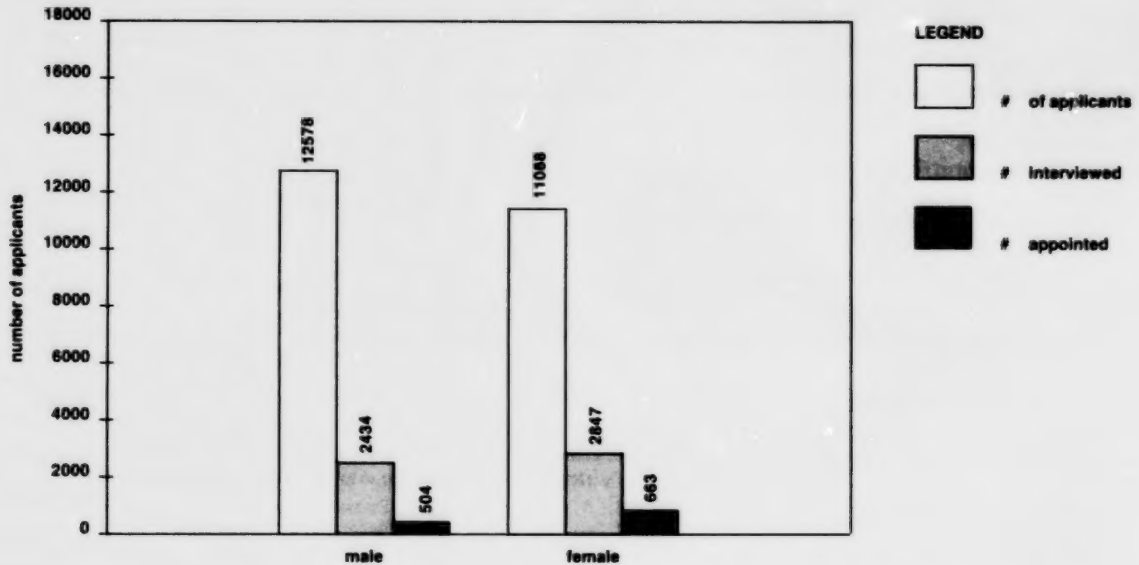
Competitions By Department	1985-1986	1986-1987	1987-1988
Agriculture	18	36	37
Attorney-General	62	69	67
Business Development and Tourism	11	6	11
Civil Service Commission	5	17	15
Community Services	118	90	67
Consumer and Corporate Affairs	9	7	5
Co-operative Development	2	3	4
Crown Investments	1	—	—
Culture, Heritage and Recreation	23	38	48
Education	69	91	86
Employment Services and Economic Security	33	23	18
Energy and Mines	11	21	13
Environment and Workplace Safety and Health	20	13	26
Executive Council	1	4	4
Finance	20	43	33
Government Services	64	96	62
Health	142	185	141
Highways and Transportation	62	72	80
Housing	9	22	21
Industry, Trade and Technology	7	8	8
Labour	24	24	17
Legislation	10	11	17
Municipal Affairs	21	12	7
Natural Resources	28	35	34
Northern Affairs	16	12	12
Urban Affairs	5	10	3
Total	791	939	836

Comparative Total Competitions

	1985-86	1986-87	1987-1988	
	791	939	836	
Applicants By Category				
• Total Number of Applicants				
Male	Female	In-Service	Out-Service	
12,578	11,088	7,898	15,768	
• Total Number of Applicants Interviewed				
Male	Female	In-Service	Out-Service	
2,434	2,847	2,704	2,577	
• Total Number of Applicants Appointed				
Male	Female	In-Service	Out-Service	
504	663	632	534	

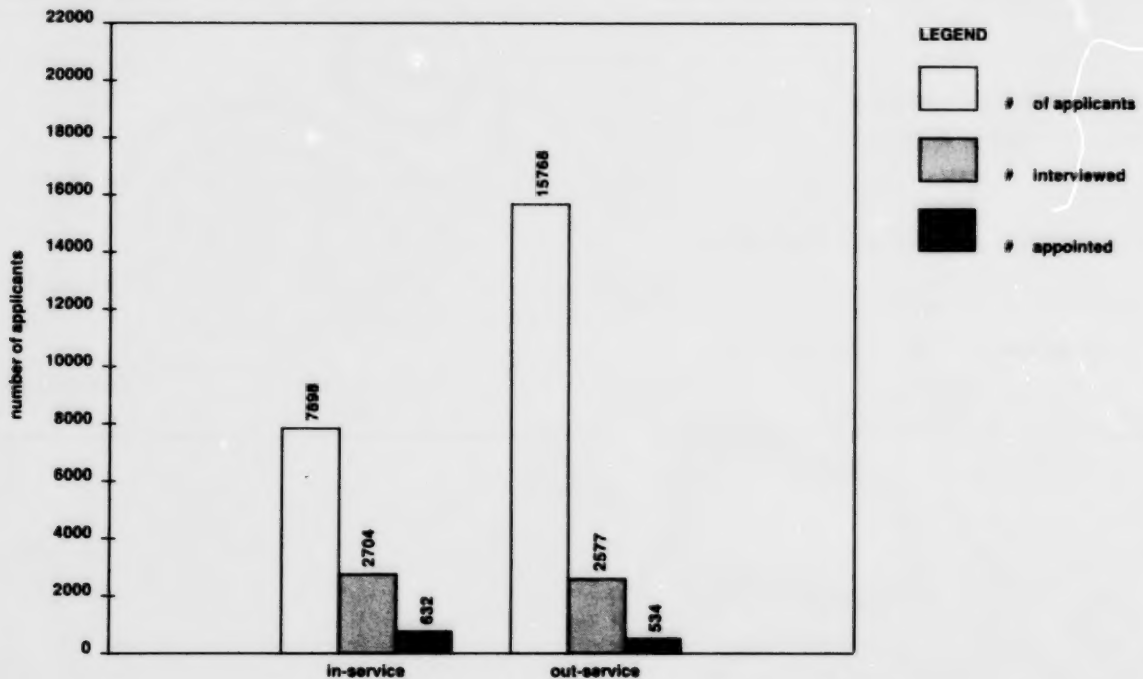
Applicants By Category

for the 1987-1988 fiscal year
male/female

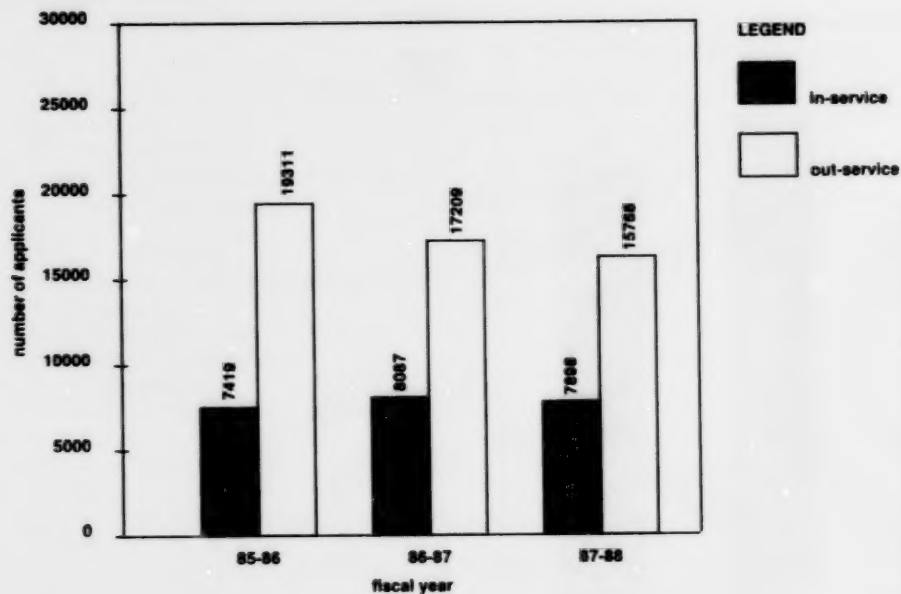


Applicants By Category

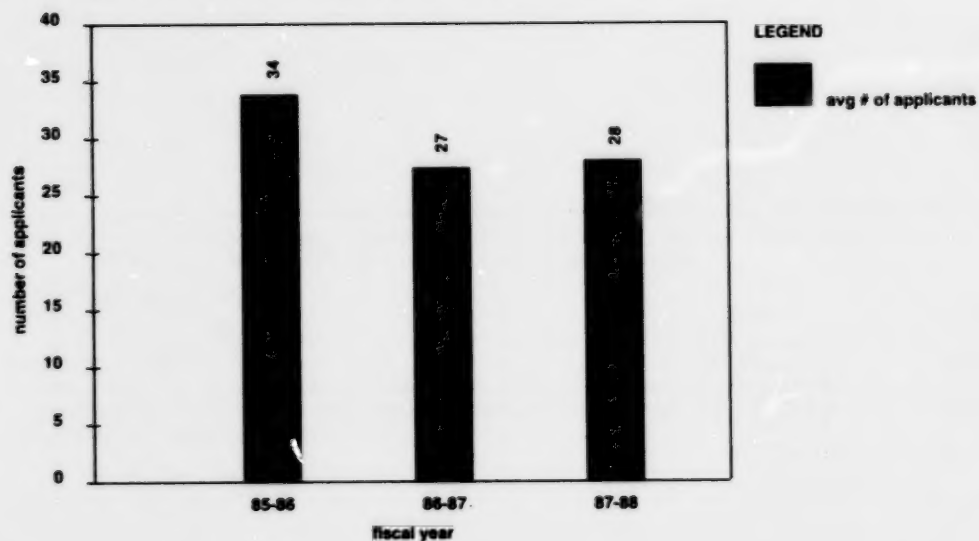
for the 1987-1988 fiscal year
in-service/out-service



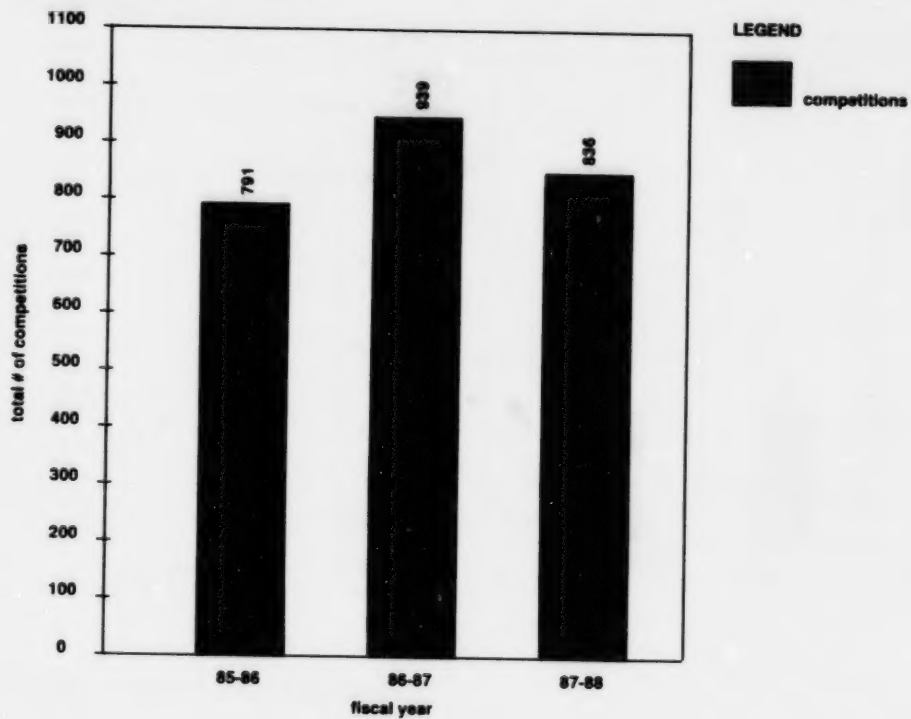
Competitions Comparative Applicant Totals



Average Applicants Per Competition



Competitions Comparative Totals



Employment Statistics

Total Number of Civil Service Employees
at Fiscal Year End

Department	March 1986	March 1987	March 1988
Agriculture	515	538	545
Attorney-General	920	983	1,028
Business Development and Tourism	113	109	113
Civil Service Commission	84	90	98
Community Services			
• Non-institutional	573	593	599
• Manitoba Developmental Centre	725	659	636
• Correctional Institutions	793	799	823
Consumer and Corporate Affairs	102	105	108
Cooperative Development	37	38	42
Crown Investments	7	6	5
Culture, Heritage and Recreation	407	442	469
Education			
• Non-institutional	692	706	723
• Community Colleges	993	1,006	1,062
Employment Services and Economic Security	581	629	635
Energy and Mines	197	207	199
Environment and Workplace Safety and Health	278	270	282
Executive Council	41	49	48
Finance	380	394	405
Government Services	1,214	1,237	1,265
Health			
• Non-institutional	1,676	1,707	1,839
• Mental Health Care	1,074	1,065	1,079
Highways and Transportation	1,134	1,152	1,164
Housing	238	240	255
Industry, Trade and Technology	141	145	144
Labour	224	227	230
Legislation	93	103	105
Municipal Affairs	284	285	277
Natural Resources	1,057	1,061	1,070
Northern Affairs	112	110	120
Urban Affairs	16	22	24
TOTAL	14,701	14,977	15,392
NOTE: These figures include all shift and hourly civil servants and term employees paid on a regular basis. Does not include departmental (time certificate or casual), contract and sessional.			
Contract Employment	96	53	49
Other Employees*	3,011	2,773	2,959
GRAND TOTAL	17,808	17,803	18,400

*Comparative employment for other employees paid on a time-worked basis. This includes departmental, casual, sessional and as, if, when employees.

Comparative Employment For All Employees at Fiscal Year End

Department	March 1986	March 1987	March 1988	Notes
Agriculture	611	604	652	1
Attorney-General	993	1,048	1,131	2
Business Development and Tourism	115	111	115	
Civil Service Commission	87	97	98	
Community Services				
• Non-institutional	676	689	708	
• Manitoba Developmental Centre	759	697	671	
• Correctional Institutions	977	1,044	1,099	3
Consumer and Corporate Affairs	102	105	109	
Cooperative Development	38	38	42	
Crown Investments	9	7	6	
Culture, Heritage and Recreation	415	452	473	4
Education				
• Non-institutional	1,007	919	842	5
• Community Colleges	1,263	1,122	1,338	5
Employment Services and Economic Security	644	708	701	
Energy and Mines	198	209	201	
Environment and Workplace Safety and Health	287	280	293	6
Executive Council	42	49	48	
Finance	389	406	422	7
Government Services	1,258	1,273	1,322	8
Health				
• Non-institutional	1,785	1,806	1,926	9
• Mental Health Care	1,157	1,165	1,208	9
Highways and Transportation	2,394	2,355	2,331	10
Housing	246	247	257	11
Industry, Trade and Technology	142	148	145	
Labour	224	227	230	
Legislation	137	135	145	
Municipal Affairs	285	286	278	
Natural Resources	1,440	1,444	1,465	
Northern Affairs	112	110	120	12
Urban Affairs	16	22	24	
TOTAL	17,808	17,803	18,400	

NOTES:

1. The increase in employment reflects the transfer of the Home Economics section from the Department of Health, the establishment of the Family Farm Protection Branch and an increase in casual employment.
2. The Department of Attorney-General experienced increases in employment due to additional staffing resources approved for the Northern Justice Program, Provincial Court, Public Trustee's Office and the Computer Services Branch.
3. The Department of Community Services increased employment support in the Corrections and Youth Facilities to maintain staffing levels as recommended by Workplace Safety and Health review.
4. The increase in employment is due to additional support requirements in the Manitoba Lotteries Foundation and the Community Places Program.
5. The Department of Education reflects a decrease in the non-institutional program due to realignment of support functions to the Community Colleges.
6. The Department of Environment, Workplace Safety and Health experienced an increase in program support for the Workplace Health Regulations Program.

7. The increase in the Department of Finance reflects additional employment support in the Treasury Board Secretariat and the Manitoba Tax Assistance Office.
8. The Department of Government Services experienced increases in employment due to additional requirements in the Property Management Branch, Building Maintenance Services and the Milner Ridge project.
9. The Department of Health's employment increase is due to growth in Regional Services program and Health promotion.
10. The Department of Highways and Transportation experienced a decrease due to fluctuations in departmental employment.
11. The increase in the Department of Housing is due to additional employment support for the Landlord and Tenant Affairs Branch.
12. The increase in the Department of Northern Affairs reflects the transfer and staffing of the Native Affairs Branch from Executive Council.

Province of Manitoba
Monthly Employment
All Categories

